

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Reducing Transactional Costs *ATT.*

11 July

DDA/REG
LOGGED

FROM:

John M. Ray
Director of Logistics

EXTENSION

NO.

OL 4074-88

DATE

7 July 1988

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

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OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DDA/EXA

13 JUL 1988

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DDA REGISTRY

FILE: 30-12

11 JUL 1988

MEMORANDUM FOR: Deputy Director for Administration
VIA: Executive Assistant to the DDA
FROM: John M. Ray
Director of Logistics
SUBJECT: Reducing Transactional Costs

1. Attached are action/status reports for each of the ten transactional costs issues the Office of Logistics (OL) was assigned to respond to in July. Responses were collected from the responsible components within OL as input to OL's reply. Where suggestions regarding issues are to be adopted, timetables for implementation are provided. Where suggestions are not deemed to be acceptable for the Agency, reasons are provided.

2. If you have any questions, please contact [redacted]
Executive Officer/OL on extension [redacted]

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John M. Ray

Attachment

OL-4074-88



~~ADMINISTRATIVE~~ INTERNAL USE ONLY

ISSUE

Suggest that Director of Logistics consult with appropriate component for input before making space recommendations to the DDA.

ACTION/STATUS

The Agency's space management was reviewed by a congressional committee within the past year and several weaknesses in the overall administration of space were surfaced. Their report cited the lack of a single, final authority on space matters. The report also indicated that too many Agency officials were involved in decisions on space allocations which hindered the Agency's ability to achieve an efficient space management program. In order to streamline the space management process, the Director of Logistics (D/L) has been identified [redacted] as the sole Agency official responsible for space management. The notice also specifies that the D/L shall have an advisory board consisting of representatives from each Directorate to assist, as he requires, in the acquisition/allocation of space. As an integral part of the process, the D/L is responsible for ensuring that all of the Agency's space holdings are effectively utilized.

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The new procedure will satisfy the intent of the suggestion, inasmuch as consultations with Directorate representatives will be conducted when appropriate.

AAH:HN

ISSUE

Identify reserved spaces in front or make special passes available for short-term parking in front of the building. Return to the system of several years ago when VIP parking permits could be transferred within offices.

ACTION/STATUS

It should be remembered that the system in effect several years ago was changed because permits for VIP parking were being loaned to unauthorized persons. The result was that VIP parking was overextended and rarely was available to senior officials who needed short-term parking. The expectation of a parking spot being available to attend important, official functions only to find a full lot led to frustration and daily complaints about that system. The present, tightly controlled system has eliminated the problems of the past. Senior officials can now rely on spaces being available when they are needed and it is working very well. The suggester is reminded that the VIP lot was established for its present use; the unloading of heavy boxes, equipment, etc., should not be done through the main lobby. Loading docks serve this purpose. For dropping off correspondence and such other light material, the quadrangle is available to Agency employees for 15 minute parking.

The proposal ^{will} (should) not be given further consideration.

ISSUE

25X1
Display larger, more visible and more definitive signs at Route 123 to direct visitors.

ACTION/STATUS

Agency employees have [redacted] buildings, excluding Headquarters, in the Metropolitan Washington area. Even more buildings are partially occupied by Agency personnel. There are no indicators (signs) directing visitors to these facilities and there is a remarkable absence of complaints in regard to the lack of signs. Further, many question the wisdom of having CIA identifiers on Route 123 and the GW Parkway. In any event, this is a policy issue and if the decision is made to display larger, more visible signs at Agency entrances, the Office of Logistics will request their erection through the Virginia Department of Transportation, the responsible agent.

Rae - decision

ISSUE

Improve the flow and distribution of traffic at the GW Parkway entrance; e.g., traffic seems to be delayed by signs which tend to force all traffic towards one lane.

ACTION/STATUS

Modifications, such as lane markings for both entry lanes, yield signs, and visitor pull-off lanes, are now clearly marked. It appears there was a past situation in which the traffic from GW east had a right of way and the heavier traffic from GW west encountered a yield sign. This resulted in backups and congestion. The situation has been reversed and traffic is now flowing smoothly. The GW gate will continue to be monitored to eliminate bottlenecks and any cross-lane confusion.

While both entry lanes feed onto the compound, it is not feasible to restrict drivers to their respective lanes. The road is shared with Federal Highway Administration and FHA employees need to cross lanes. Also, entry lane restriction is not feasible after entering the compound because of the short distance traveled before the first left turn is encountered. ~~There is insufficient distance and time to allow vehicles to safely change lanes.~~

ISSUE

Provide direct shuttle service to Department of State.

ACTION/STATUS

The establishment of direct shuttle service to the Department of State is not recommended at this time for the following reasons:

(1) Ridership counts show that only 19 percent of the passengers on the Rosslyn - State run actually get off at State Department.

(2) The amount of travel time that would be saved by going directly to State and not through Rosslyn is only 15 minutes or less.

(3) OL would still have to send a separate run to that area to cover South Building and EOB.

(4) Employees attending courses at FSI use our shuttle service to travel between State and FSI in order to accomplish processing for overseas assignments. State's shuttle service only runs from 0715-0858 and 1645-1743 daily; ours runs from 0825-1733 daily, every hour.

ISSUE

Ensure trash chutes are open more often to prevent the accumulation of classified trash bags in office areas.

ACTION/STATUS

Trash chutes will be open more often than in the past. Regrettably, when there is an equipment failure, the trash rapidly collects in the chute requiring that the chute be locked floor by floor as it fills. OL is coordinating with the Office of Security when there is a problem to ensure that the Security Duty Office (SDO) can provide the proper information to customers when they call with questions on how to dispose of their daily trash. This seems to be working out very well. A concerted effort has also been started to go beyond these actions -- trash may be taken directly to the destruction rooms in the case of extreme situations. As a part of a new program to keep customers informed, new signs were posted to let them know when there is an equipment failure and where to locate open chutes. Every attempt is being made to inform personnel when there are problems and alternatives are provided to them via the video staged throughout the building, Headquarters Logistics notes, and telephonic contacts with the SDO and Logistics Officers.

OL employees have also been briefed regarding customer service. Innovative suggestions are welcome -- one recent suggestion was to provide vaulted areas within the building as reserve disposal sites. This is being evaluated at this time. The evaluation will be completed, with a recommendation, by the end of July 1988.

ISSUE

Increase amount of Office imprest funds and Office authority to make local procurements to at least double the present level.

ACTION/STATUS

There is a great deal of merit in considering an increase in office authority to conduct local procurements. However, such authority does not necessarily have to be tied to the imprest fund. Procurements can and are accomplished through disbursing facilities as well. The amount of any increase should be directly related to the amount of activity within specific components and not arbitrarily doubling as is suggested in the proposed issue. In addition, if authority increases at the office level, a procedure should be established whereby an appropriate contracting component would review/audit the procurement activity of the office. Any delegation of procurement authority exceeding \$2500 would require such scrutiny. Current controls/procedures should continue to be acceptable for \$2500 or less.

OL proposes that Procurement Management Staff, in conjunction with the Office of Finance, conduct a review of the recent procurement activity at the office level and identify specific offices where increases in their procurement authority appear warranted. Along with these recommendations, appropriate procurement units to oversee the office's acquisition activity should also be identified. This review process should be completed within 90 days and the implementation of changes could begin immediately thereafter on a case by case basis. *A subsequent report will follow.*

ISSUE

Contract out more of the unclassified printing jobs to enable P&PG to concentrate efforts on the heavy load of classified printing.

ACTION/STATUS

The Office of Logistics, Printing and Photography Group (OL/P&PG) has a program for contracting unclassified printing jobs when performance of this work impacts negatively on meeting schedules for classified printing requirements. During the past year, three unclassified jobs were contracted out for the Directorate of Intelligence and two for the Directorate of Administration. The customer provided funding for these jobs in four out of five instances.

A major obstacle to increasing the number of unclassified jobs being contracted out is that neither P&PG nor the customer have budgeted funds for outside printing requirements. P&PG is exploring the idea of a shared cost arrangement when performance of printing and bindery work by an outside contractor would result in overall efficiencies to the U.S. Government. In the meantime, P&PG will continue to contract out unclassified printing requirements on a case-by-case basis when funding is available through the requesting components and time constraints dictate.

ISSUE

Improve the servicing of copiers and the lengthy process required to get a replacement one.

ACTION/STATUS

The Office of Logistics, Printing and Photography Group, Copier Management Program (OL/P&PG/CMP) has made progress this calendar year in improving copier service by reducing the number of vendors providing copier service to the Agency, and improving the relationships with vendors' service departments. The net result is that overall service response time has decreased. CMP has also provided lockers to four of the major copier vendors for storage of copier repair parts in the Headquarters Building. This storage area reduces or eliminates the lead time needed for the copier service technician to order parts by allowing the technician to have an inventory of parts immediately available at all times.

CMP has addressed the lengthy process required to replace Agency copiers by implementing a five year ^{approximately 56 weeks} program to replace copiers five years old or older. This program eliminates the need for any of the usual paper work to be submitted by the end users for copiers that have reached five years of age. CMP has also received funds to resolve a serious program budgetary shortfall which caused delays in requests for replacement copiers. The additional funding will make it possible to fill all outstanding copier requests and estimated future requests without delay.

ISSUE

Schedule biweekly meetings of the HCRB to speed up the processing and adjudication of claims.

ACTION/STATUS

This suggested method of processing claims was used in the past, but it proved to be very cumbersome and actually a stumbling block causing delays in adjudication. Eventually a quicker, more efficient method evolved, enabling claims to be processed in a minimum amount of time. Currently, claims over \$300 but not more than \$2,000 are settled by the Chairperson, HCRB, with advice and counsel of the legal adviser; claims over \$2,000 but not more than \$10,000 are settled by the Chairperson, with advice and counsel of the legal adviser and consent of the DA Board member and the member for the Directorate to which the claimant is assigned; claims in excess of \$10,000 are reviewed and a position taken by all Board members which must be approved by the DDA. This method has proven to be quite efficient and effective.

In view of the high rate of concurrences of the claims adjudications and supporting rationale by the Board members in the present on-going process, OL is currently in the process of raising the above dollar value of all approving authorities to further reduce the claims processing time. These increases will be reflected in the revision of [] scheduled for completion by September 1988.

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Presently the claims backlog is minimal, the current method of processing is efficient and effective, and to revert to using a method proven to be cumbersome and ineffective would not be prudent nor in the best interest of the claimant; therefore, this suggestion should not be adopted.

ISSUE

Schedule biweekly meetings of the HCRB to speed up the processing and adjudication of claims. (cont)

ACTION/STATUS

The goal of the Claims Office is to process claims of \$2,000 or less within 4 to 6 weeks of receipt and claims in excess of \$2,000 within 6 to 8 weeks of receipt. (The C/HCRB may authorize an 80 percent advance of the computed value of the claim in cases involving hardship or substantial loss.) Delays in obtaining this goal are due mostly to a lack of enough information to substantiate/adjudicate the claim. The proper information must then be requested from the claimant, such as payment directions, written repair estimates, HHE inventories, documentation relative to settlement of claim by storage or insurance company, police reports in theft cases, etc. Currently, the Claims Office has no unsettled claims which exceed 60 days and the vast majority are less than 30 days old. The oldest unsettled claims are being held in abeyance simply because the additional information requested has not been received from the claimant.

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